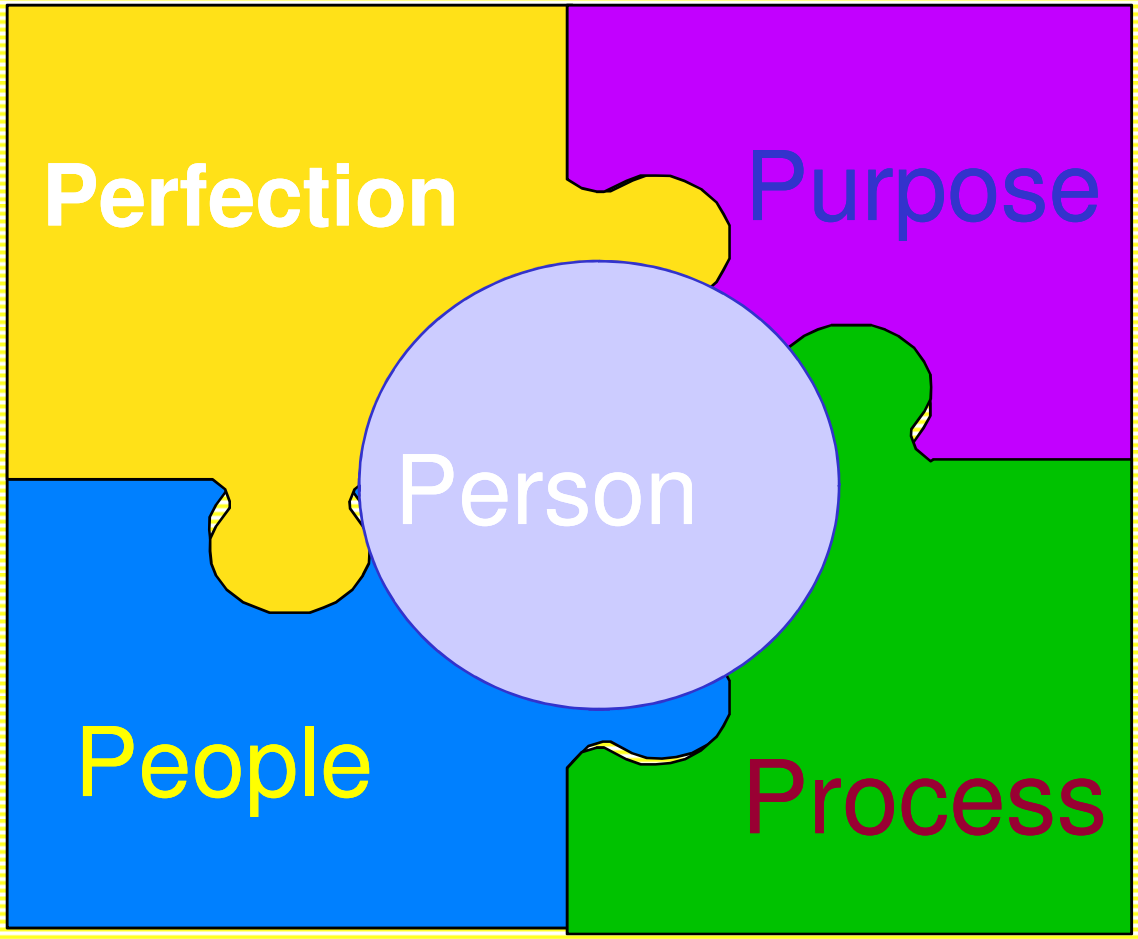
COMPETENCY MODELLING PROJECTS

BY CHANDRAMOWLY - AN OVERVIEW

H R D *Dimensions* *cmowly@gmail.com*

5 P Business Dimensions ©



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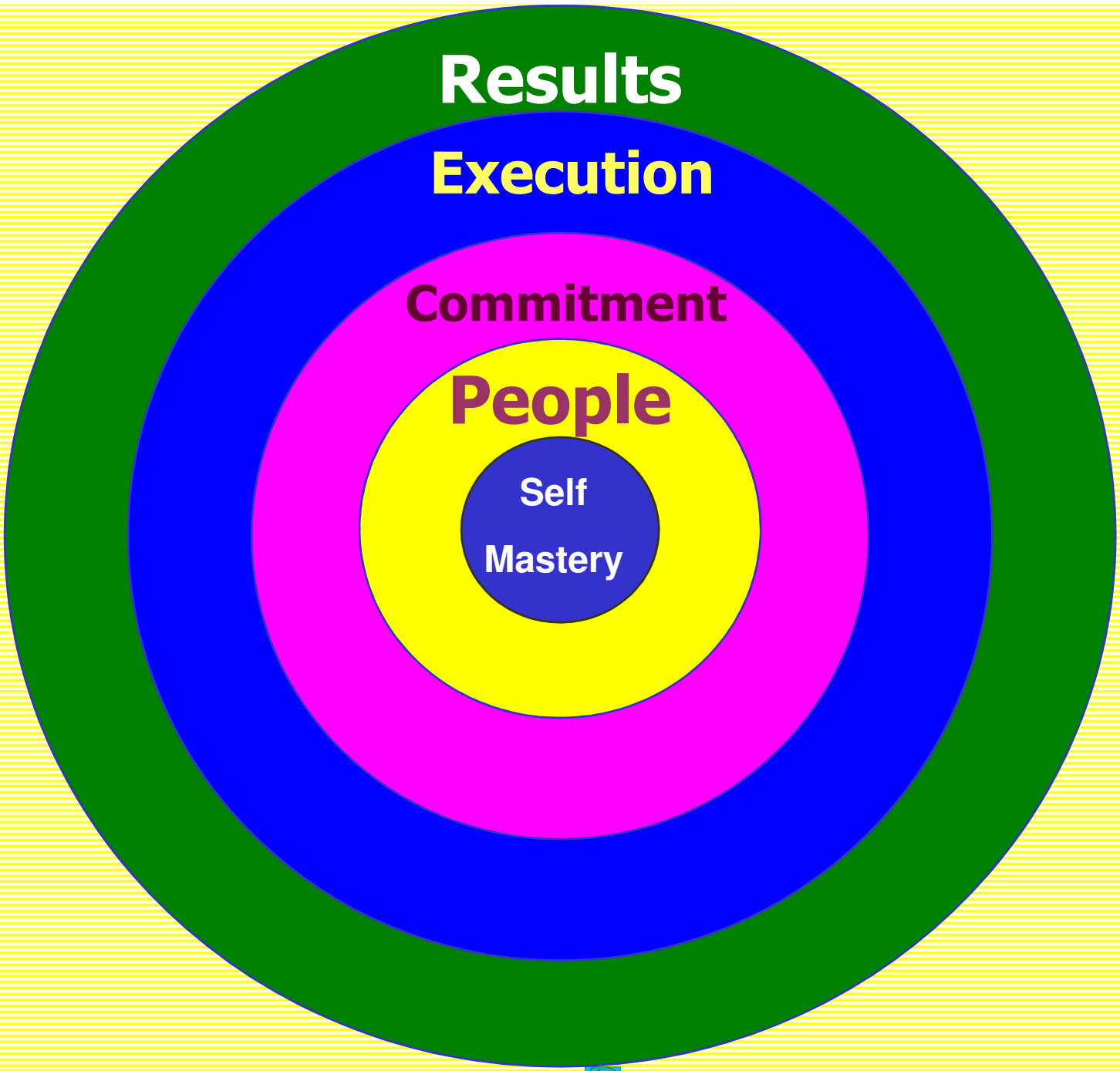
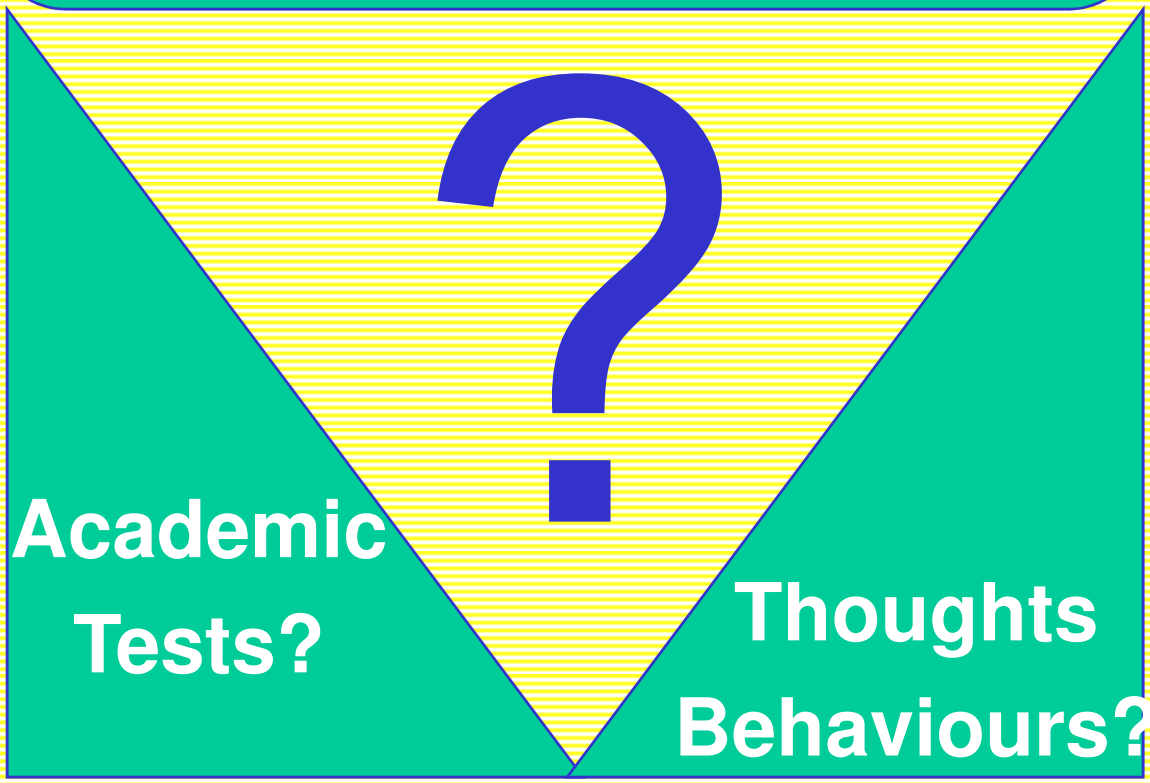
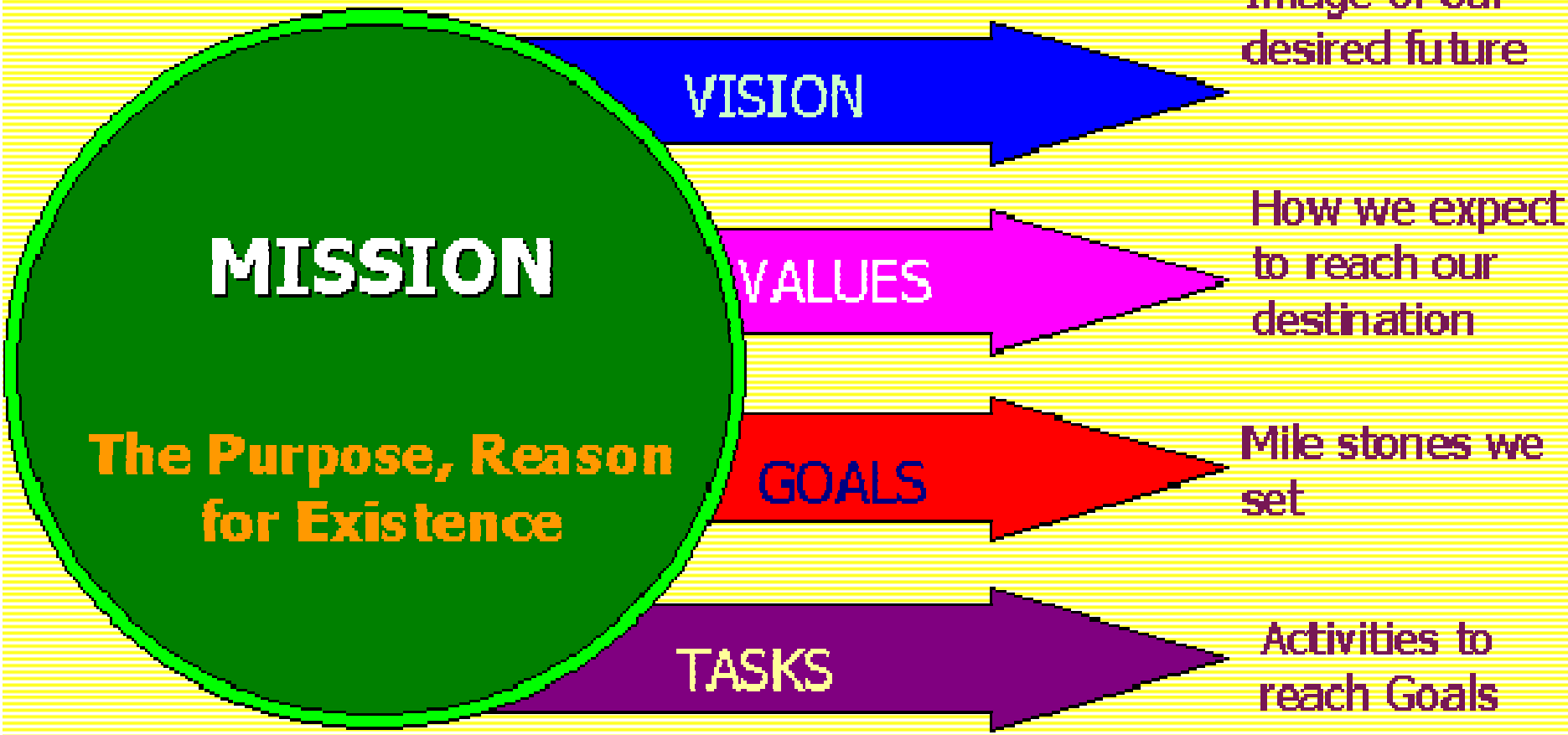
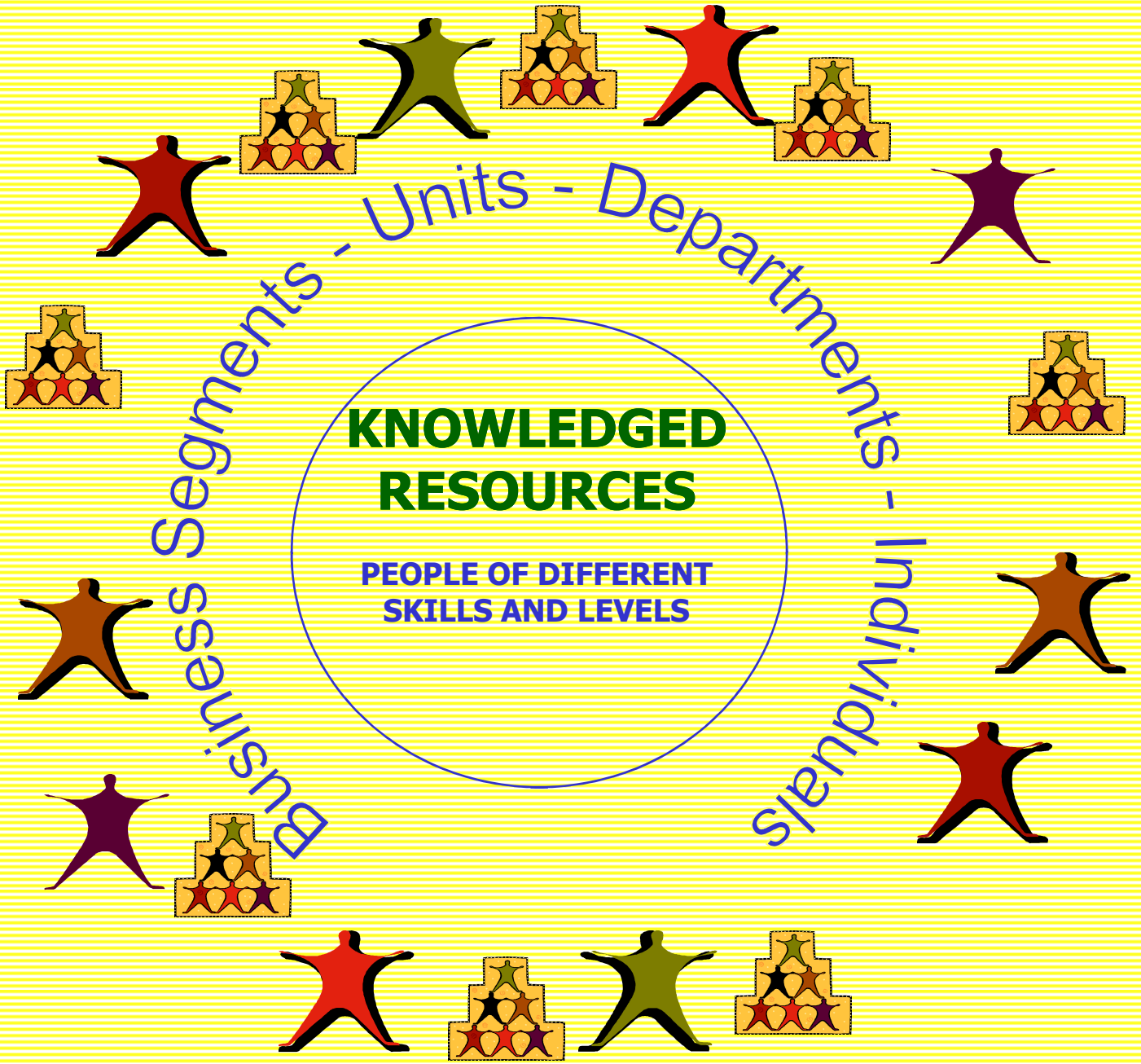

Results
Execution
Commitment
People
Self
Mastery

Competency Movement

Performance Prediction




MISSION
The Purpose, Reason for Existence
VISION
VALUES
GOALS
TASKS
Image of our desired future
How we expect to reach our destination
Mile stones we set
Activities to reach Goals



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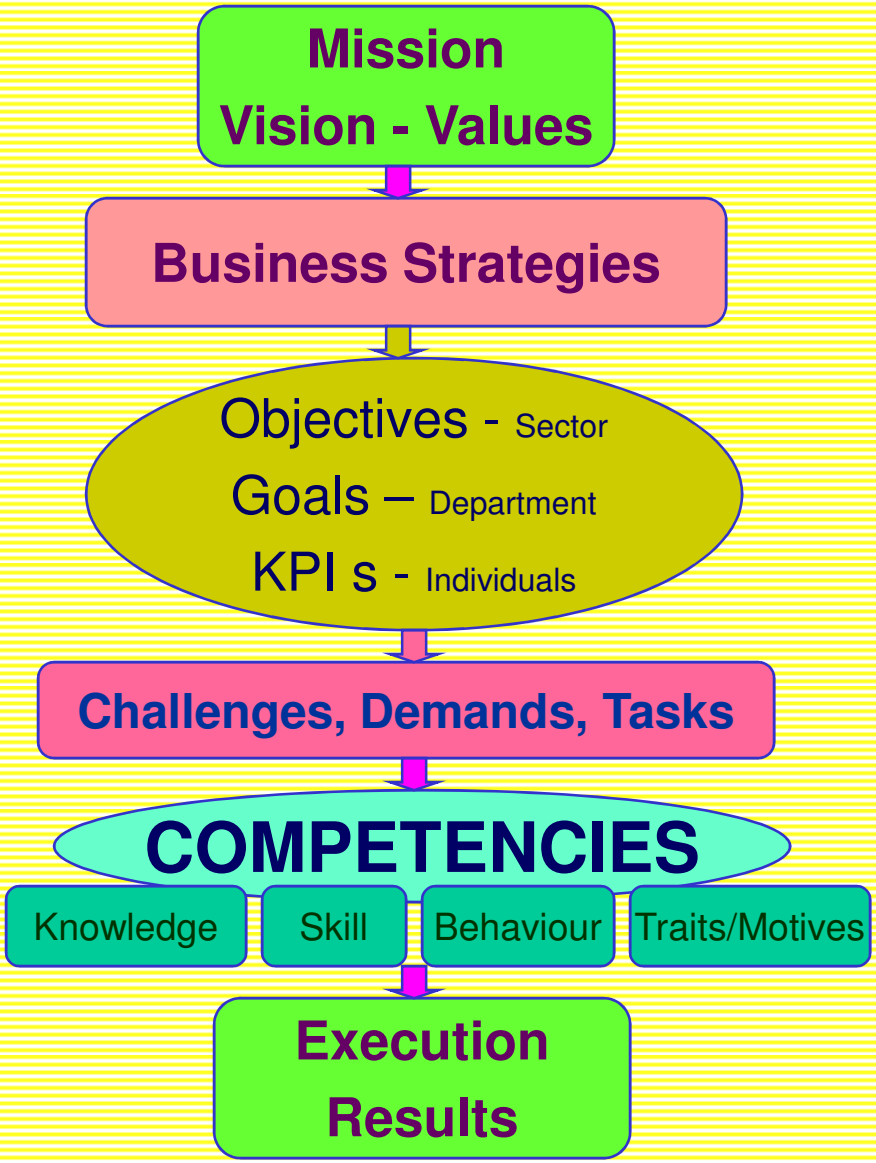
Processes

- *Operational*
- *Quality*
- *Internal Controls*
- *System Related*
- *Financial and Accounting*
- *Organisational – People related*

Competency Connection



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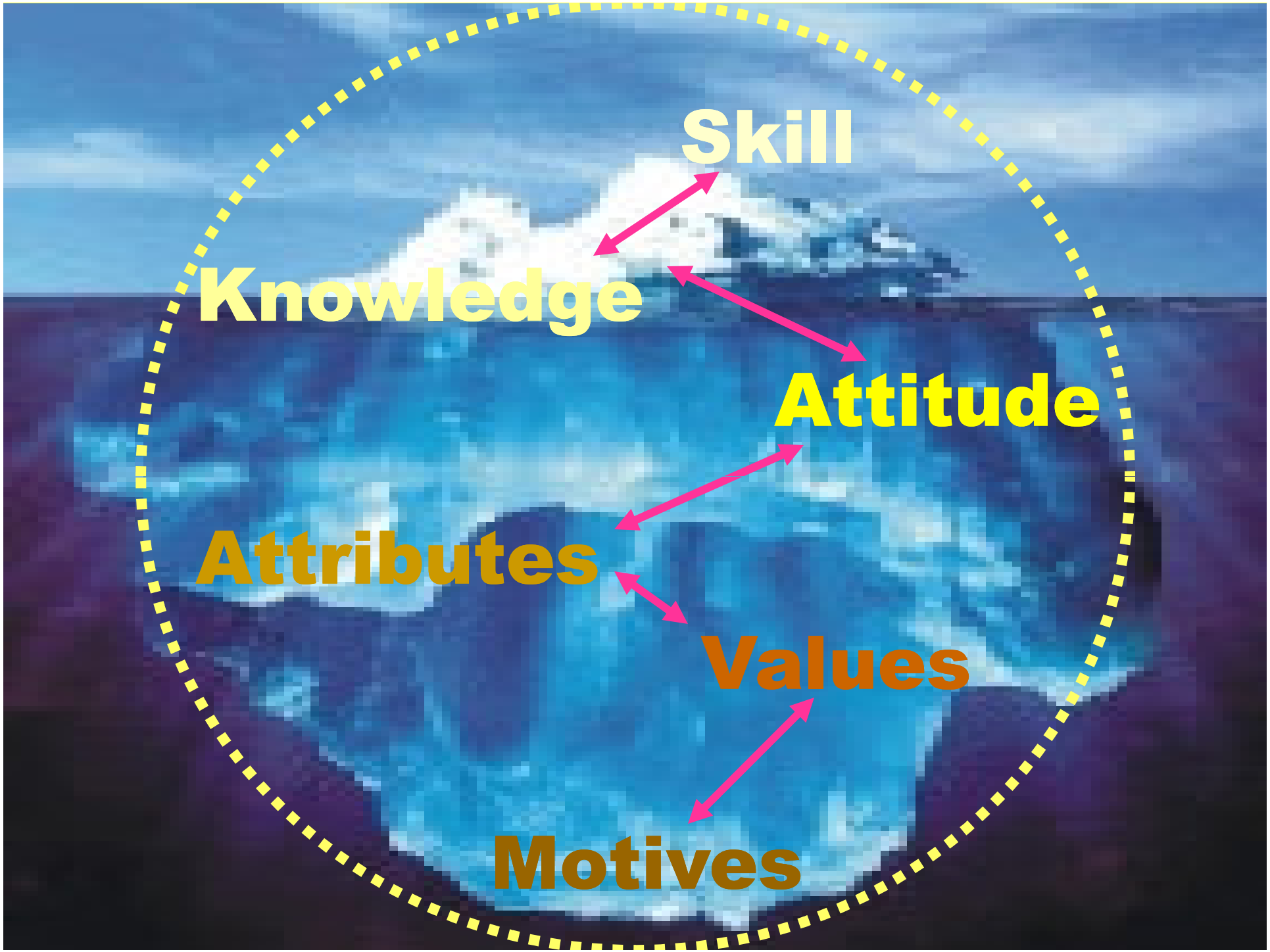

Skill
Knowledge
Attitude
Attributes
Values
Motives

What is Competency?

Competencies encompass

that promote higher performance in individuals and organizations

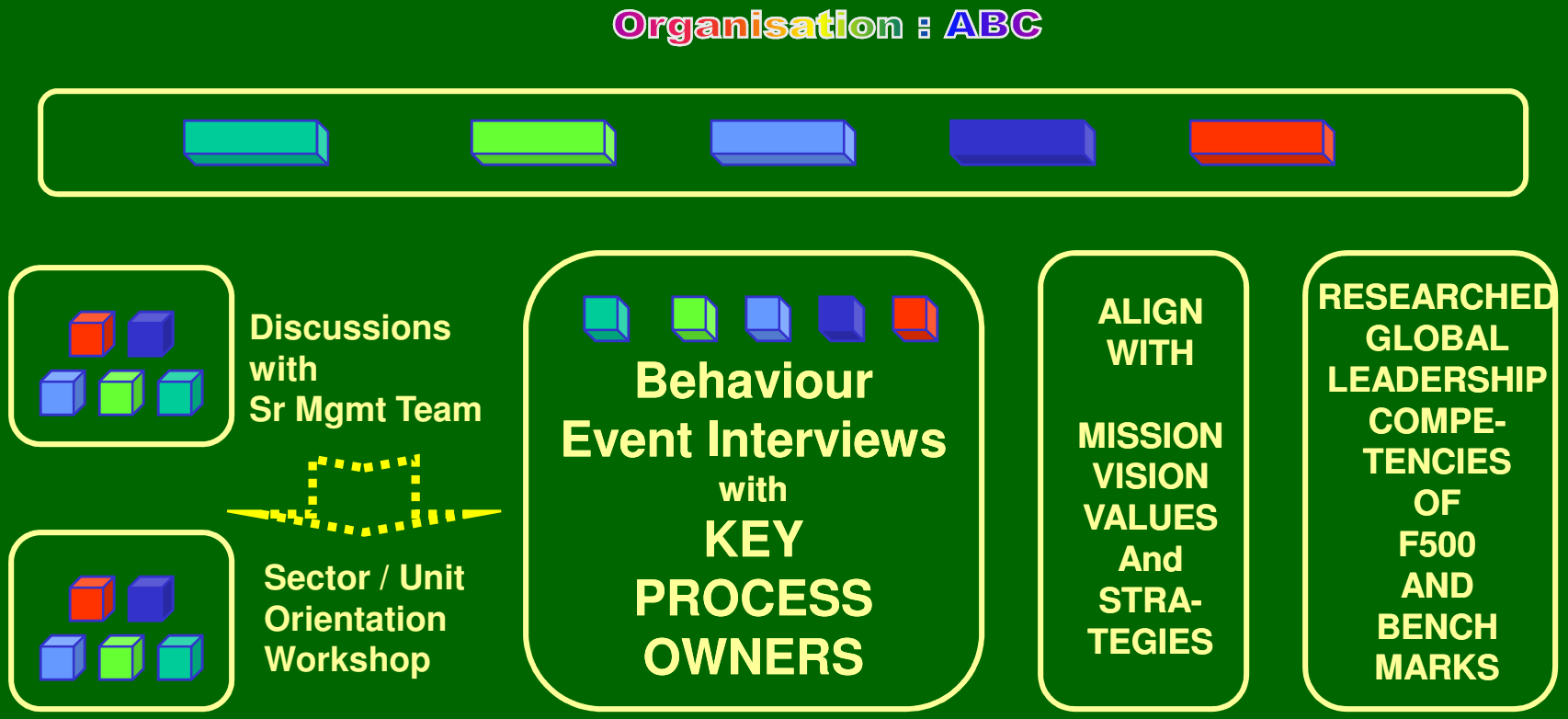
HRD Dimensions cmowly@gmail.com

Performance Management Process
Employee Development Plans
Recruitment Selection & Promotion
Competency Based Integrated HRS
Training & Development strategies
Compensation and Benefits
Succession Planning

Competency Project includes..

- Modeling
- Dictionary
- Mapping
- Development
- Assessment

Model Customisation



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Not an additional work

- What to develop ? What to build on?

  Gaps and capabilities

- C- Based Recruitment

  Hire for behaviour / values – Train for capabilities

- Basis for Career Progression?

  Depth / breadth of competencies

- What do we evaluate in annual appraisals?

  Evaluate values and behaviours in addition to KPIs

- C- Based HRM

common language of people development, Skill match, BEI, PMP,SP…

Competency Dictionary

Behavioural Competencies

Functional Competencies

Broad Banding

Behavioural Indictors

EXECUTION
RESULTS
SELF MASTERY
COMMITMENT
PEOPLE
MERCHANDISING
PRODUCT DEVELOPMENT
PLANNING
PROJECT ENGINEERING
QUALITY
LABORATORY
PURCHASE
MATERIALS
FABRIC SOURCING
INDUSTRIAL ENGINEERING
SAMPLING
DESIGN
EMBROIDERY
WET AND DRY PROCESS
DOCUMENTATION
FABARIC STORES
CUTTING
SEWING
FINANCE
ADMINISTRATION
HR
FABRIC AUDIT
SYSTEMS
BUSINESSS INTELLIGENCE
Business Segments - Units - Departments - Individuals
..... Ltd.
MISSION-VISION-
VALUES
BUSINESS GOALS

Each Competency is defined

Provided with Level Indicators

Behavioural Indicators are given for each level

.....

Accountability

Holding self accountable and reliable for responsibilities within the area are completed in stipulated time. Ability to develop effective controls ensuring actions responsible are peformed and measured. Monitoring progress of programs and processes to take corrective actions. Encouraging others to take ownership and responsibility for tasks, processes, products, services or results.

Band 5	Band 4	Band 3	Band 2	Band1
Aware of responsibilities	Plans and implements programs	Inculcates Accountability across	Leads for continuous improvement	A visionary driving organisational accountability
Key Behaviours	**Key Behaviours**	**Key Behaviours**	**Key Behaviours**	**Key Behaviours**
• Fully aware of responsibilities and tasks • Takes steps to overcome job impediments • Displays ability and confidence to achieve • Remains positive about work with pride in job	• Quickly recognizes and responds to opportunities • Resolves work issues within span of control • Implements process steps and assesses 'well-match' of needs and results • Prepares functional plans of short and long term with measurable objectives	• Takes feed back to improve productivity and customer satisfaction • Ensures effectiveness of organisational controls • Seizes opportunities that arise and takes action without being told • Challenges stagnation and responds	• Goes beyond what is expected of the role • Examines issues and challenges from multiple angle and develop logical views and strategies • Uses experience to weigh pros and cons of alternative courses of action • Strives for continuous improvement and quality	• Ensures to encourage others to take ownership of products, processes and results. • Ensures effective controls are developed and maintained • Uses result oriented performance measures • Exercises exceptional judgment in situations of high risk and ambiguity

Accessory Stores

Knowledge, skill, experience and attitude required to manage total material control of receipts, issues and stock maintenance besides ensuring uninterrupted process of material flow from supplier to the end user.

Basic	Intermediate	Advanced	Expert
Demonstrates introductory understanding and ability. Applies competencies for simple situations, with guidance	*Demonstrates solid knowledge and ability. Applies with minimum guidance in full range of typical situations. Needs guidance to handle novel and complex situations*	*Demonstrates advanced knowledge and ability. Can apply competencies in new or complex situations. Guides other professionals*	*Recognised as expert in knowledge and ability internally or externally. Expertly manages situations of highest business impact. Develops new approaches, methods and policies. Leads guidance of other professionals.*

Key Indicators	Key Indicators	Key Indicators	Key Indicators
• *Able to analyse stock and disposes dead stock* • *Ensures accuracy in issuing material to fabricators and manages a controlling system* • *Periodically conducts perpetual inventory to ensure maximum stock accuracy* • *Data capture of each inward consignment in Movex.* • *Effectively checks documents*	• *Ensures right segregations of accessories using bin systems for easy retrieval* • *Ensures right match of dyed samples with standards dully approved by stores QC* • *Follows a controlling systems to monitor issues* • *Uses fabric knowledge to ensure fabric issue processes* • *Monitors stock for what is used, not used and could be used in future and inform concerned accordingly achieving cost efficiency.*	• *Effectively manages receipts, exports, process issues and logistics* • *Achieves transaction accuracy by proper accounting using ERP* • *Takes care to get replacement managing rejection formalities* • *Effectively handles shortage of receipt situations* • *Efficiently manages logistics of material transportation and re-export process* • *Ensures physical verification of goods, analyse stock, disposes dead stock and periodically conduct perpetual inventory to ensure maximum stock accuracy*	• *Develops and maintains effective systems for receipt, issue and storing of materials* • *Achieves stock accuracy by easy retrieval system of material* • *Develops perfect controlling system which ensures accuracy in data* • *Manages receipts, exports, process issues and logistics ensuring uninterrupted flow of materials of right quantity* • *Leads stores activity assuring uninterrupted flow of materials*

CUTTING

Knowledge, skill, experience and attitude required to carryout cutting for optimum material utilization, enhanced productivity and targeted quality standards.

Basic	Intermediate	Advanced	Expert
Demonstrates introductory understanding and ability. Applies competencies for simple situations, with guidance	*Demonstrates solid knowledge and ability. Applies with minimum guidance in full range of typical situations. Needs guidance to handle novel and complex situations*	*Demonstrates advanced knowledge and ability. Can apply competencies in new or complex situations. Guides other professionals*	*Recognised as expert in knowledge and ability internally or externally. Expertly manages situations of highest business impact. Develops new approaches, methods and policies. Leads guidance of other professionals.*

Key Indicators	Key Indicators	Key Indicators	Key Indicators
• *Cuts within approved consumptions of daily feed and quality* • *Receives good fabrics from fabric sourcing* • *Looks out for change in measurement or shrinkages of fabrics* • *Compares hard pattern with cutting* • *Follows grain line for each part* • *Ensures all layers match pattern not missing any notch and market* • *Demonstrate knowledge of cutting defects and CAD*	• *Achieves defined cutting output* • *Co-ordinates with other units with new orders* • *Plans and follows up* • *Draws out daily cutting plan based on output required* • *Ensures quality assurance of cutting process* • *Ensures perfect cutting with less wastage and better material utilization* • *Overcomes cutting problems such as ragged cutting*	• *Optimises material utilization ensuring fabric ratio accountability* • *Ensure high quality by accurate comparison of hard patterns with cutting and by carrying out thorough maintenance (blade, sharpening belt, check points)* • *Implements marker planning to achieve reduced consumption with different ratios/width*	• *Ensures maximum utilization of fabric and its ratio accountability* • *Improves productivity by increasing operator skills, marker sizes, no. of plys, reduces cutting time, marking time, bundling time and defects* • *Ensures consistent productivity improvement* • *Decides on innovative ways of productivity enhancement by taking initiatives of increasing market sizes, number of plys, reducing cutting-marking-bundling time, reducing defects and by using and enhancing operator skills.*

Employee's Guide to

Competency Development

With competent – incompetent – overdriven indicators….covering Competency Model

H R D *Dimensions* *cmowly@gmail.com*

Contents

- *Flow of the Model*
- *Winning behaviours of Organisation*
- *How to identify Competencies for Development ?*
- *What is the Learning Process ?*
- *Defining Learning Agenda*
- *Identifying 6 components of Competencies*
- *How to draw a developmental Plan?*
- *Using inputs such as 360 DFBU*
- *Creating Developmental Activity*

Competency Title

What this Competency means?

What is the Concept behind?

Competency Definition

Incompetence Definition

Overdrive Competence Definition

Tips to Develop the Competency

Compensatory Competencies

Reading Reference

.....

4. Innovation

Composition

In SEPL's context, innovation requires four capabilities. To know what product and services sell in the market and why. To know what customers want and what features would be more attractive to them. To select the best and cost effective new product of most possible success. Lastly to use SEPL' domain knowledge and experience to convert raw data / samples in to a successful product in the market place.

Competence concept

Ability to think 'outside the box' beyond the conventional, to do and promote new and unknown things for improving performance. Original creative thinking to make improvements, develop new approaches of invention of techniques and methods.

Incompetence Image

Closed to creative suggestins and blind to market. Mostly stuck to own past success methods and selection. Blocks innovations of others by not using their creative ideas

Overdriven Competence

May under value people who are not creative but are good in their own work. May always run towards new products and services and reject the old.

Tips to develop this Competency

- *Put some effort to under the market, industry, economics and trends. Talk to key customers, strategic planners and your own creative people*
- *Play and run through data concepts challenging status quo*
- *Be non-judgmental to move from one idea to another*
- *Make a habit to use brainstorming and taks groups*
- *Remember that innovation is a process of freedom first and structure next*
- *Do not give up to seive all possibilities till you get the best and ensure it moves through organisation*

Compensatory Competencies and Reading

SEPL Competencies:8,10,12,17

Read The Soul of a New Machine by Tracy Kidder to see how innovation happens from inside. Write down few things from your experience that you can model in your own behaviour.

	SK	EX	BL	CP	EM	MU
Business Insight	H	H	L	H	L	M
Commitment	L	L	M	L	H	M
Communication	M	L	L	M	L	M
Conceptual / Cognitive	H	H	M	H	H	M
Customer Focus	M	M	M	H	L	L
Developing People	H	H	H	M	L	L
Execution and Results	M	M	M	L	M	M
Global Awareness	L	H	H	L	M	L
Impact and Motivation	H	M	H	H	H	M
Integrity and Ethics	L	M	M	L	M	L
Interpersonal Influence	H	H	H	M	M	H
Leading / Collaboration	L	H	L	H	L	L
Managing Performance	L	M	L	L	M	L
Managing Self	M	M	M	L	L	H
Personal Effectiveness	L	L	M	L	M	H
Problem Solving	H	M	L	H	M	H
Social Awareness	M	L	H	M	M	L
Strategic Orientation	H	H	M	H	M	L
Teamwork	H	H	H	H	H	M
Empowering and Delegating	H	H	H	M	L	L

Templates

- *Performance appraisal form*
- *Individual TAP, Departmental TAP, corporate TAP*
- *Succession planning system and template.*
- *Employee indent.*
- *Interview assessment*
- *Exit interview format*
- *Individual development plan template*
- *Templates under coaching initiative*
- *Interview assessment form*
- *Pre conformation review for performance appraisal form.*
- *Competency and value assessment form*
- *Competency Gap Analysis*
- *Training need analysis*

……..

Contents of Manual

- *Write-up on mission, Vision and Values,*
- *Overview of competency based HRMS*
- *Leadership Competencies.*
- *Functional competencies*
- *Write up on- Goal Alignment Process*
- *Managers guide to competency based recruitment along with interview guide for each of the 20 competencies.*
- *Managers guide to competency development.*
- *Summary guidelines on coaching initiatives.*
- *Guidelines on succession Planning.*

Guide lines on 360° feedback System.

A Manager's Guide to

Competency Based Recruitment

With behavioural questions, probes and themes covering SEPL Competency Model

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Contents

- *Competency Based Interview Process*
- *Using Band Profile and Position Description*
- *Preparation and Conducing Interview*
- *Interpreting Behaviour*
- *S T A R Method*
- *4 Dimensions Method*
- *Competency Questions and Behavioural Probes*

Competency Title

Definition

Domains to Explore

Things to look for

Competency based Questions

Probes

Rating the Competency

Rating Scale Definition

3. Problem Solving

1. Definition

Ability to identify solutions exploring different options to a problem. Sees underlying patterns and analyses looking beyond the obvious, without stopping at immediate responses. Logically arrives at conclusions reviewing a range of choices or competing alternatives. Discriminate logical data and struggles to reach set objectives irrespective of internal and external constraints.

2. Domains to explore : Things to look for

Domains to explore	Things to look for
On his feet to solve First time tasks Helping others to solve	.....

3. Competency based Questions

- Have you every faced a problem you just could not solve?
- What were some of toughest problems you every solved?
- Who according you s a great problem solver? And why do you think so?
- Have you ever solved problems for people located in other locations?
- What do you do when a problem stops your pace of work?
- .....

4. Probes

- Do you always take that approach?
- Where do you look for the answer?
- Why do you think that is tough?
- How did you arrive at that approach?
- .....

5. Rating of this Competency

5	Excellent	Consistently exceeds expectations, exceptional performance
4	Good	Frequently exceeds expectations, above average performance
3	Fair	Meets expectations, average performance
2	Poor	Needs improvement in meeting expectations, below average performance

CRITICAL GOALS RATING					
	HIGH	80 - 100	C	HC	HC
			High Results – Low Behaviour	High Results – Av.Behaviour	High Results–High Behaviour
	AVERAGE	60 - 79	TC	C	C
			Av. Results – Low Behaviour	Av. Results – Av Behaviour	Av.Results – High Behaviour
	THRESHOLD	0 - 59	TC	TC	TC
			Low Results – Low Behaviour	Low Results – Av. Behaviour	Low Results–High behaviour
	SCORE		0 - 59	60 - 79	80 - 100
			THRESHOLD	AVERAGE	HIGH

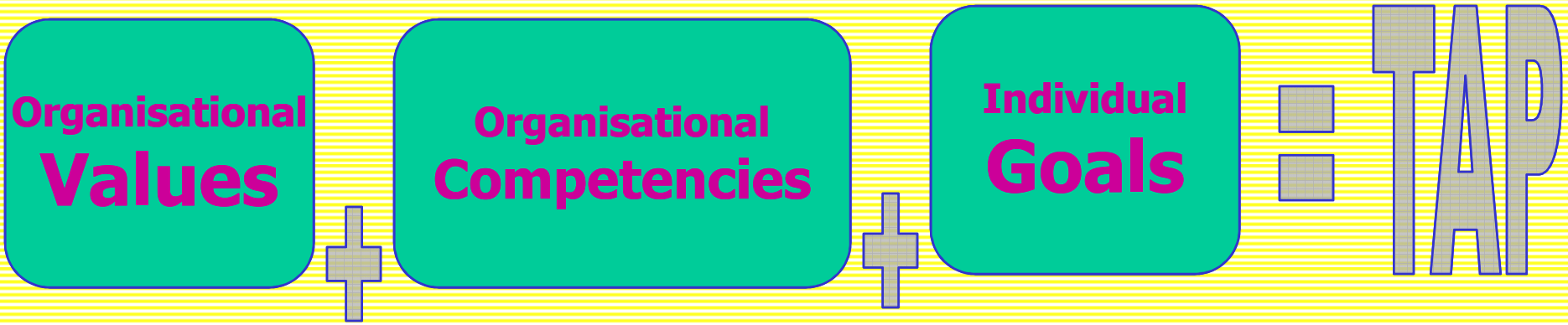
SEPL VALUE – Competency RATING -

TC – Threshold Competency C – Competent HC – Highly Competent

T A P Tool
Total Assessment of Performance

Performance assessments made easy.

It take less time to complete and document total assessment of direct reports



We develop a customised tool for managers to assess total employee performance with a bell-curve indexing

Features.

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Enter Sl No.

3

Organisational Crital Goals Performance Assessment Tool

Name:	Tarun
Department:	Kensri
Evaluated by:	Priya

Designation:	Stu			
Job Band: 5	Date:	25	12	2006

	Critical Goals	Weight	Displayed Level in Performance 1	2	3	4	5
1	.....	15	○	○	○	○	◉
2	.....	15	◉	○	○	○	○
3	.....	10	○	○	○	○	◉
4	.....	5	○	○	◉	○	○
5	.....	5	○	◉	○	○	○
6	.....	10	○	◉	○	○	○
7	.....	10	○	○	○	○	◉
8	.....	10	◉	○	○	○	○
9	.....	10	○	○	○	○	◉
10	.....	10	○	○	○	○	◉

Score
69

Press if you have done

You can change the weightage of Individual Critical Goals. Please ensure retaining total score of 100.

5	Excellent	Consistently exceeds expectations, exceptiona
4	Good	Frequently exceeds expectations, above avera
3	Fair	Meets expectations, average performance
2	Poor	Needs improvement in meeting expectations,
1	Unable to rate	No knowledge of this ability

Organisation Value-Competency Evaluation Tool

Name:	Tarun
Department:	HR
Evaluated by:	Priya

Designation:	Manager				
Job Band:	5	Date:	25	12	2006

	SEPL Values		Weight	Displayed Level of Performance 1	2	3	4	5
1	…….		15	○	○	◉	○	○
2	Integrity and Ethics		15	◉	○	○	○	○
3	Customer focus		10	◉	○	○	○	○
4		0	5	○	○	○	◉	○
5	Continuous Improvement		5	○	○	○	◉	○
	Leadership Competencies							
1			10	○	◉	○	○	○
2			10	○	◉	○	○	○
3	…….		10	○	○	○	○	◉
	Technical Competencies							
1	……..		10	○	○	◉	○	○
2	…….		10	○	○	◉	○	○

Total Score

52

Press if you have done

5	Excellent	Consistently exceeds expectations, exceptiona
4	Good	Frequently exceeds expectations, above avera
3	Fair	Meets expectations, average performance
2	Poor	Needs improvement in meeting expectations,
1	Unable to rate	No knowledge of this ability

Total Performance Evaluation

Name:	Tarun	Designation:	Manager				
Department:	HR	Job Band:	5	Date:	25	12	2006
Evaluated by:	Priya						

	Max Score	Points Scored
Critical Goal Performance	100	69
SEPL Values and Competencies	100	52
	200	121

Final Score
60.5

Name:	Tarun	
Department:	Kensri	
Evaluated by:	Priya	

High Results – Low Behaviour	High Results – Av.Behaviour	High Results–High Behaviour
TC Av. Results – Low Behaviour	Av. Results – Av Behaviour	Av.Results – High Behaviour
Low Results – Low Behaviour	Low Results – Av. Behaviour	Low Results–High behaviour

HC - HIGHLY COMPET **C - COMPETENT** **TC - THRESHOLD COMPETENCE**

Goals and Dev Plan for next year

Tarun

Development Plan :

Indicate the competencies (behavioural and technical) mutually agreed for development

FD

FDD

FDDD

Press if you have done

Critical Goals for Next Financial year ...

Critical Goal

Critical Goal

Critical Goal

Critical Goal

Critical Goal

Critical Goal

TAP Overview 10 Team Mebers

Name	Dept	Manager	Designation	Band	Date	Month	Year	Goal Score	VCES core	Final Score	BC Index	Dev 1	Dev 2
Tarun	Kensri	Priya	Stu	5	25	12	2006	56	59	58	C	Analytical;	Listening
Tarun	Kensri	Priya	Stu	5	25	12	2006	47	50	48	TC	FD	FDD
Tarun	Kensri	Priya	Stu	5	25	12	2006	69	52	60	C	0	0
Ram	HR	Thripti	Associate	5	23	12	2006	59	54	0		Achieve	Name of selected
Saday	Kensri	Priya	Stu	5	25	12	2006	74	60	0		Achieve	Name of selected
Tarun	Kensri	Priya	Stu	5	25	12	2006	56	0	0		0	0
0	0	0	0	0	0	0	0	0	0	0		0	0
Type the name	Type the name of the Dept	Type name of the evaluater	Type employees designation	2	23	12	2006	51	0	0		Achieve	uii
Tarun	Kensri	Priya	Stu	5	25	12	2006	61	57	59	C	0	0
Type the name	Type the name of the Dept	Type name of the evaluater	Type employees designation	2	23	12	2006	100	0	0		0	0

Competency Models Developed

GMR Group

SEPL

Quasar Innovations

ACE Group of Companies

TUV

Programs / Projects conducted for...

- GSK, Colombo
- AstraZeneca
- GMR Group
- Ace Group of Companies
- Tata Consulting Engineers
- Lifetree
- Quasar Innovations
- Shahi Export House
- Touchtel (Airtel Group)
- TUV India

- N I P M
- N H R D
- N I Q R
- I H R D
- FKCCI
- Dharma Computers
- Meenakshi Group
- Elechem Group
- Malnad Alloys
- Emvee Solar
- ●…… …… …… …… …… ……

PROFILE

FOCUS : PEOPLE DEVELOPMENT, TRAINING , OD, HR CONSULTANCY

FORMAL EDUCATION : Graduate in Science - PG in Literature/Anthropology,

PROFESSIONAL QUALIFICATION :

-Course graduation /training from Covey Leadership,

-Competency Management Accreditation from SMR Inc,

- Thomas International (Accreditation)

-VOICES Certification from Lominger Inc, '

-Human Values' form IIM Calcutta and '

-Silva Mind control' from Australian Business Programs.

WORK EXPERIENCE > 25 YEARS OF HRM

-MICO Bosch - 9 years

-PSI-Bull. - GM HR - 7 years

- Praxair Group in India - Corporate VP - HR.-7 Years

OTHER ACTIVITIES

- Active contribution in the area of Competency Modeling
- Visiting Faculty - Bangalore University (MBA), St Joseph's (PGDM)
- Leadership competency workshop , conferences
- Publication - Serial on Leadership Competency 'Deccan Herald'
- Ex- Secretary NHRD Network.
- Value Based Competencies - Balancing head and heart for business success

Publication

- *Concept paper for National Conference, National HRD Network, Mumbai, India Title: Building HR Competencies for success;*
- *Asia Conference Paper for Asia HRD Network, Thailand, Title: Value Based Competencies;*
- *Human Values – the DNA of Leadership – NIPM, Karnataka*
- *Write-ups and Articles on HR published in Indian Newspapers. Currently a serial on Leadership competencies is being published in Deccan Herald— 'Avenues' from 2002*

Covey Leadership, Newyork

Wednesday, January 21, 2004

LEADERSHIP COMPETENCY / Success generally leads to complacency ut a few corrective steps can solve the problem, says M R Chandramowly

Comfort zone is danger zone

LEADERS start organisations, turnaround companies, set vision and

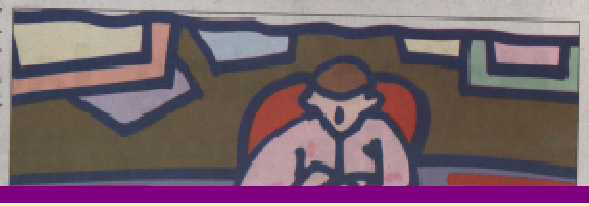
and out of nature's recycling process without our will or consent. Same principle also works in the

Here we will be moving with the same speed of the "carrot". Carrot is visible but not reachable. Our dis-

emotions from and resistance depression to

book "Good to Great" by Jim Collins, the co-author of best seller, "Built to Last".

He explains Hedgehog concept as the intersection of three circles; what your are deeply passionate about, what you can be the best in the world at



DECCAN HERALD

DH

The process of competency-based behavioural interviewing can reduce the numerous errors associated with recruitment, says M R Chandramowly

DECCAN HERALD, WEDNESDAY, DECEMBER 4, 2002

HR competenci

M R Chandramowly
The author is Vice President, HR, Praxair India
email:
chandramowly@praxair.com

ples, industry dynamics and tional details considered w all aspects of

and implications for action.

Influencing on acceptance of ideas

Shape expectations of oth

II DECCAN HERALD

Principals of business go hand in hand with soun

Morals for a g

THE hard lesson we are learning is that ethics is no longer a luxury; it is the base, which underpins the successes of organisations.

It's no accident that the first

systems can drift and impact critical processes and organisational health. Effective management of business ethics will lead to long-term business results, employee/customer and satisfaction.

Business scandals

pages of
Deccan Herald

DECCAN HERALD, WEDNESDAY, JULY 17, 2

he past as guide to future

s similar to

n the as-
e best pre-
avior or per-
behavior or

interview, one could be in for a BEI.

In BEI, the questions are selected based on the essential and function competencies selected for the position, deriving

more time on our project, but he was also grateful to me for helping him out. We finished our project on time."

The next step might then to probe: "How did you feel

Behavioral v/s traditional interviews

In the behavioral interview, the focus is on asking "how did

about your strengths and weaknesses" will not have a place in BEI. Balancing/prioritizing several tasks within a short period of time, dealing with an

ioral interviewer typically will pick it apart to try to get at the specific behaviors.

He will probe further deeply

Factors evaluated in BEI

Generally in BEI

Hiring winners, an art in itself

It is better to hire a squirrel than training a duck to climb a tree. Yawar Baig's, ' Hiring Winners' overtly brings out the techniques of effective interviewing says **M R Chandramowly**.

right people on the bus and of course, the wrong were off the bus. When the right people are in right seats, they figure out how to take the bus to some place great (Jim Collins-Good to great).

Interviewing is the single most powerful process for creating and influencing or-

managers.

Question: Yawarji, Hiring winners with right values is the perpetual challenge in the talent war. Creating a winning culture using behaviour based interviewing has become inevitable for organisations. Your book "Hir-

I say responsibility, you accept accountability and actively see achieving it. We all want to be winners but why aren't we?

We all start as idealists to achieve some thing great and to be remembered. What happens in the real life? Some people lie, deceive and

Looking beyond: How does one hire a winner?

Values, characteristics and behaviours must be hired than merely focusing on skills, which can be taught by training. Yawar Baig's, 'Hiring Winners' overtly brings out the techniques of effective interviewing says **M R Chandramowly.**

formance standards? What kind of previous experience expected? The other part is the Values template, which reflects core values of company with operative definitions for each value. Observable behaviours are stated for each value for assessment.

Who are they?

t was late 60's. Mr YB was ***know what motivates them***

Discovering that hidden treasure called 'Strength'

Success follows when one discovers 'strengths' and plays it up rather than attempting to remove weaknesses and convert them into strengths. Discover what you like and what you do best, and you will emerge the winner says **M R Chandramowly.**

covering and focusing on strengths maximises productivity and manage weaknesses. Lastly the study of strength leads to an understanding of differentiating between good and great.

Remembering role-models

Great achievers and leaders always discover their strengths and build on it. When their strength reaches its pinnacle, it magnetises others to get attracted. Search for Truth became Gandhiji's mission and it got converted into a powerful weapon of 'Sathyagraha'.

In all her concerts M S Subbulakshmi com-

Developing right aptitude is key to success

Everyone will have an inherent aptitude in doing something better and feel happy when they activate that instinct. While this search for happiness is the ultimate human goal, many would settle down for small things, but achievers won't stop since they know where they want to go and make sure that they move in that direction, rising progressively, writes **M R Chandramowly**.

comes not in what we do or whom we know, but on discovering who we are. "The idea of sticking to what you are good at is the foundation for a whole new approach in management, and each person the most room

Discover what others see in you

Your strengths are the corner stones you use to build your career and there are proven ways that help one to discover that hidden treasure – writes **M R Chandramowly**

A coach of a Chinese table tennis team who long held the Olympics gold medal was asked by a reporter, 'Tell us about your team's daily training regime'. 'We practice eight hours a day perfecting our strengths.' ' Could you be a little

ed to name the strengths they have perceived in him along with supportive examples of specific action / moments, weaknesses or the areas where there is scope for improvement. 'To make it easier to process and to ensure accurate feedback, he requested the raters to mail their feedback di-

behaviour had made a huge impact on others.

A self-portrait

Shashank was then guided to describe the five areas identified as his strength and started designing his self-portrait to make it a good psycho-

GMR Project
SEH Project
Quasar Innovations
Airtel
Banglore, April 1, 2005

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CEO, VPs, Sr Managers of ACE group

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Some of our Training Modules

Execution – *Getting things done*

Developing Leadership and Managerial Competencies

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Managing Emotions - *Competency Approach to Emotional Intelligence*

Competency modeling -*Developing*

Managing Results *(Time Management)*

Competency based Goal Setting

Performance Management Process

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Behavior Based Interviewing

Multi Point Feedback System *(360degree catalyst for change)*

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Team Leadership and Team Fitness

5 P model - Living 8 Habits

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Projects

Building Mission, Vision, Values

Competency Based Interviewing

Execution – Converting Vision in to Reality

Managing Results

C – Based Performance Management

Competency Modeling Projects

Multi Point Feedback System

Emotional Intelligence

Competency Gap Assessment

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Developing Organisational Competency Model and

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